



Loudoun County, Virginia

Department of Management and Financial Services
Division of Procurement, MSC #41C
1 Harrison Street, SE, 4th Floor
Leesburg, Virginia 20175

January 27, 2010

NOTICE TO OFFERORS

ADDENDUM NO. 5

QQ-01540

The following changes and/or additions shall be made to the original Request For Proposal No. QQ-01540, Software Solution System for Loudoun County Government Finance and Administration and Loudoun County Public Schools Administration, an Integrated Tax Revenue System, and Integrated Computer Aided Mass Appraisal and Land Use System. ***Please acknowledge receipt of this addendum by signing and returning with your proposal.***

1. Please change Section 1.3 Minimum Qualifications to read as follows:

1.3 MINIMUM QUALIFICATIONS

Offerors may be firms which implement the initiatives (Implementation Firm) or firms that provide the software (Software Firm). Either offeror may submit as the prime offeror but all proposals shall provide a turnkey system solution as described in this RFP. Offerors submitting proposal(s) for any initiative shall have, at a minimum, the following qualifications. Failure to provide documentation of the qualifications shall be cause to reject proposal as non-responsive.

- The Implementation Firm for the proposed solution(s) for Initiative #1 shall provide documentation showing that it has a minimum of five (5) years experience in implementing the proposed solution(s) in localities and public school systems of at least the size and scope of the County. The Implementation Firm for the proposed solution(s) for Initiatives #2 and #3 shall provide documentation showing that it has a minimum of five (5) years experience in implementing the proposed solution(s) in localities with at least one being of similar size and scope of the County.
- The offeror shall provide documentation showing that the proposed software is successfully installed in a minimum of five (5) localities and public school systems of at least the size and scope of the County for Initiative #1. The offeror shall provide documentation showing that the proposed software is successfully installed in a minimum of five (5) localities with at least one being of the same size and scope of the County for Initiatives #2 and #3.
- The Software Firm for the proposed software solution(s) and the implementation firm shall not have filed for bankruptcy protection during the past five (5) years.

- The Software Firm and the Implementation Firm shall provide letters stating that each is a party to the proposal and that the implementation firm is certified to implement the software.
2. Attached are answers to questions received prior to the pre-proposal conferences in addition to questions asked at the pre-proposal conferences.

Prepared By: Donald R. Gegg Date: 1/27/2010

Acknowledged By: _____ Date: _____

Questions #1-#10 submitted by Oracle.

1. Please clarify the intent of the requirement in Section 3.8.1. Is the County mandating that if a Software Firm bids with more than one Implementation Firm: (a) the Software Firm must present identical software offerings and pricing to each of its Implementation Firms and (b) those Implementation Firms must then bid that exact software offering and pricing? Please note that the Implementation Firms may have different approaches and strengths that may require different software mixes from the Software Firm. If the answers to (a) and (b) above are yes, Section 3.8.1 could restrict the ability of an Implementation Firm to adjust the product mix to maximize its individual implementation plan for the County and thereby limit the options available for the County's consideration.

A. Section 3.8.1 does not apply. Please disregard.

2. LCPSBFS.PAY.PYD.4.2.34 : Ability to shut off FICA & HI for Foreign exempt employees. Please provide additional details regarding this requirement.

A. Must have the ability to shut off FICA & HI (Medicare) for foreign employees who are exempt from social security taxes.

3. This vendor respectfully requests a 30-day extension due to the large number of requirements and extensive details required in the proposal submission.

A. Acceptance date extended to prior to 4:00, PM, March 3, 2010 in addendum #4.

4. In the file "I1_Finance_ATT_12A_LCPSBFS_Functional Requirements.xls" there is a section which covers Food Service. Can you please provide more information about these requirements? For example, it doesn't appear that you plan to replace the point of sale system but do you plan on replacing the back-end inventory system for Food Service? What system are you using today and will it co-exist with the ERP solution? Are you expecting the sales information to reside in the ERP system? Any additional details will be appreciated.

A. A point of sale system or back-end inventory system is not required to be proposed. We are currently using a system called CafeTerm provided by Data Business Systems. If a point of sale system or back-end inventory system is not proposed, integration is required to the existing point of sale system to retrieve sales and financial information.

5. In the file "I1_Finance_ATT_12A_GFA_Functional Requirements.xls", there is requirement GFA.PRO.SYS.1.12.5, "Ability to store information about the delegated purchasing program." Can you please provide more details about this program and requirement?

A. Loudoun County Government's delegated purchasing program is a program managing purchasing authority granted to department heads and other trained staff. Delegated authority is granted in writing by the Purchasing Agent. The authority is outlined in a written agreement and states how routine purchases will be conducted and managed. It would be useful to store program information such as lists for delegated authority, agreement status, performance measure statistics, and compliance violation information in the system.

6. In the file "I1_Finance_ATT_12A_GFA_Functional Requirements.xls", there are the requirements GFA.PRO.RCV.1.10.17 and GFA.PRO.RCV.1.10.18 that refer to "edit error". Can you please explain what is meant by edit error?
 - A. **An edit error is an error message and ability to block a user from saving or updating a record pertaining to the error.**
7. LCPSBFS.FS.AR.3.2.163, 164 & 173) – "Does Loudoun County or LCPS require a point-of-sale system to be included with the proposal or does the County or LCPS have an existing system to which the new ERP should be integrated?"
 - A. **A point of sale system is not required to be proposed. However, if a point of sale system is not proposed, integration is required to the existing point of sale system.**
8. LCPSBFS.BNF.PRC.1.1.30 : Ability to maintain estimated benefit program rewards. Could you please provide an example of the type of benefit program rewards this requirement is addressing?
 - A. **An example of a benefit program reward might be health premium discounts for achieving LCPS defined goals, like joining and participating in health conscience activities.**
9. LCPSBFS.BNF.PRC.1.1.31 : Ability to maintain benefit program payouts. Could you please provide an example as to the type of payout that is required?
 - A. **A payout might take the form of a health premium discount or possibly a cash reward. Regardless of the form of the reward, the ability to track LCPS defined goals should be addressed.**
10. LCPSBFS.BNF.PRC.1.1.51 : Ability to forecast separation of service issues. What is the definition of "separation of service issues"?
 - A. **Separation of services issues are defined as situations that arise from employees separating employment from LCPS. These could include forecasting the monetary and staffing impacts of employer initiated terminations, resignations, retirements as well and normal workforce turnover.**

Questions #11 - 23 submitted by Applications Software Technology (AST) Corporation

11. Has the County participated in any system demonstrations for an ERP system, a Tax system, or a CAMA system? If so, could the names be provided?
 - A. **As part of the RFI process a number of vendors were invited to present educational demonstrations. The following vendors participated: Oracle, SAP, Tyler Technologies, Colorado CustomWare and Avenity.**
12. Will the County provide hardware for a hosting provider, or is the preference for the hosting provider to supply the hardware? If the preference is for the hosting provider to supply the hardware, does the County have a hardware preference?

- A. In Section 2.0 General Project Scope under Hosting, the County delineates three options. In Option1 the County will purchase and maintain the hardware, Option 2 & 3 the hosting provider will supply the hardware. The County has no preference for hardware.**
13. Does the budget include internal County costs as well as external costs?
- A. The published budget is for external costs only. Internal costs are incorporated in individual department budgets.**
14. The Digicon "Final Report – Loudoun County Financial Systems Assessment" report mentions that some systems are hosted by 3rd Parties. Are the 3rd Parties aware of this project and will they commit resources to support it for testing and other tasks?
- A. The County's internal resources will be responsible for testing and other tasks related to existing applications hosted by third parties that may remain in service.**
15. Section 4.6.12 (bullets 5 & 6) discuss data warehousing: e.g. "Describe your approach for the development of a data warehouse..." and "Describe how your data warehouse solution fits within the County's architecture...". Pricing attachments do not explicitly include data warehousing. Is the intention to replace existing data marts with a data warehouse? Is a data warehouse in scope for this project?
- A. A data warehouse is not explicitly within the scope of this project; however, the County would like to understand the vendor's capability to provide this functionality in the future.**
16. Section 4.16 (bullet 7) indicates "Describe how you supported these activities at each of the client references listed in your references...". Should the response be on all activities or on specific activities like change management for example?
- A. Bullet 7 is in reference to bullet 6 and the activities in question are: (1) IT standards setting, (2) compliance and (3) feedback.**
17. Section 4.8 discusses functional requirements and the attachments that detail requirements (attachments 12A & 12B). Are requirements from MS ACCESS, MS Excel, Quicken and other end user applications included in attachments 12A & 12B?
- A. All relevant business and technical requirements are encapsulated in attachments 12A and 12B.**
18. Section 4.9 discusses the reporting inventory and the attachments that detail the reporting inventory (attachments 13). It appears that there are no General.Ledger reports for the County Department of Management Finance & Administration, is this correct?
- A. That is correct. General Ledger inquiry and reporting requirements can be found in attachment 12A under the Accounting function.**
19. Section 4.10 discusses interfaces. Would it be possible to get percentages to determine how many interfaces are high versus moderate versus low complexity? This will help us provide a more accurate pricing estimate.

- A. Interfaces are described in the document. In addition, some interfaces require code crosswalks, reconciliations, and complex business logic.**
20. Section 4.10 refers to Attachment 14. Can an example be provided on how to complete attachment 14, especially the Alternative Plan columns? And can a definition of column d (Internal/External) be provided?
- A. See new Attachment 14. External: The format and frequency are outside of the control of the applications that are in scope for this RFP and are dictated by the external entity. Internal: The format and frequency are controlled by the applications that are in scope for this RFP.**
21. Section 4.11 discusses conversion. Is all history to be converted, or just enough for one year's worth of year to year comparative reporting?
- A. Initiative 1: Accounting and Payroll 5 years online and 5 years archived using vendors archive functionality. Personnel: all current personnel are online, terminated personnel 50 years archived using vendor's archived functionality, health records archived for 30 years using vendor's archived functionality.**
- Initiative 2: Personal property taxes – 5 years online and 10 years archived using vendors archive functionality**
Real Estate Taxes: 20 years online
- Initiative 3: 10 years online and 10 years archived using vendors archive functionality**
22. Section 4.11 discusses conversion. Are MS ACCESS, MS Excel, Quicken and other end user applications to be included in the conversion, or are they out of scope? They seem to be excluded if Attachment 15 represents the starting point for scope of conversion.
- A. The vendor will be responsible only for those tables listed in attachment 15.**
23. Section 4.11 discusses conversion. Do the 3 entities (County Department of Management Finance & Administration, Public Schools Department of Business Finance Management, and Public Schools Department of Personnel Services) share a standard coding structure currently? Or would distinct conversion logic be needed for each entity?
- A. The vendor will need distinct conversion logic for each entity.**

Question #24-36 submitted by SAP America, Inc.

24. Section 3.1 Submission of Proposals states: "Technical and Price proposals must be submitted at the same time in separate sealed containers. Technical information provided shall not include price or cost data. The inclusion of price or cost data in the Technical proposal may be cause for the proposal being rejected. ..." while Section 4.3 Executive Summary, last sentence states: "This section should include price quotations at a summary level only, for software and services totals at most." These two items seem to contradict each other. Please clarify.

A. The following sentence shall be removed from Section 3.1 “The inclusion of price or cost data in the Technical proposal may be cause for the proposal being rejected. ...”. Offerors shall submit pricing information, as required in the RFP, in a separate sealed container.

25. Loudoun has the following requirement:
GFA.PRO.CM.1.7.107 Ability to send web-based vendor performance evaluation forms to customers. Please clarify the following:
“Customer”, is this the internal Loudoun County/Schools personnel who are evaluating the vendors, or is this external facing, something vendors are completing and sending back to Loudoun County.
Once customer is clarified, please respond to the following:
☐ total number of forms being used,
☐ total number of persons accessing this form (to read/fill in/process),

**A. Customer is internal personnel.
Currently, we use a standard evaluation form for about 90% of our 300+ contracts. For the other 10%, we generate a customized evaluation form.
The number of persons accessing the forms “to read” is unlimited for the customized forms as the evaluation form is sent to the entire workforce. The number of persons accessing the standard forms “to read” varies from 10-50 users depending on the contract.
The number of persons to “fill in” for the standard forms is about 10-50 users. The number of persons to “fill-in” for the customized forms is about 500 (10% of the workforce).**

The number of person accessing the forms for processing/analysis is about 5-7. Requirement GFA.PRO.CM.1.7.107 is for the analysis of the form.

26. On page 6 of the RFP, Section 1.7 lists the FY10 Budget as \$363,517,108 for the County and \$762,020,390 for the schools. Is this the operating budget?
What is the total annual budget, using the definition: Total annual budget is defined as total annual public sector budget of SAP customer (i.e. agency, institution, program or department) based on current budget period.

A. The amounts listed for the FY 10 Budget are the operating budgets for the County and schools. The total annual budget for all funds, including transfers between funds, is \$2,156,855,874.

27. Since the vendor is required to have a minimum of 10 % participation in the system's implementation, are there any key consulting roles in the implementation the County would prefer to see the vendor fulfill?

A. These roles would be that of a product expert(s) that understands the capabilities of the proposed software and the direction of future development as it may influence how the software may get integrated.

28. Within your recruiting process, do you rely on civil service testing, and the creation and maintenance of eligibility lists?

A. In the general workforce we do not rely on civil service testing. However, in the public safety environments of the Sheriff's Office and Fire, Rescue and Emergency Management, promotion eligibility lists are maintained.

29. Please explain and provide an example of "estimated benefit program rewards."

A. See response to question #8 above.

30. Please explain and provide an example of BCATS.

A. **BCATS is an abbreviation for "Budget Categories". For example: BCAT 10100 refers to a Kindergarten Teacher position.**

31. Please provide additional information on required adjustments to VRS.

A. **Adjustments may be if someone received a pay increase/decrease and does not hit our payroll system in time to correctly adjust for the month. Manual adjustment needs to be made for it later. Also if there is a status change going from eligible to ineligible and an adjustment to VRS credit needs to be made.**

32. Please define "pre 86" and "post 86" years.

A. **A Year of Fire/Rescue Service shall be credited for each Plan Year in which an Active Volunteer Member is awarded a minimum of the number and category of points as defined in the Length of Service Retirement Plan Points System, for certain instances of prior service credit and upon meeting the requirements for crediting of Excess Points, The following paragraphs describe the methods for being credited with Years of Fire/Rescue Service:**

(a). Service After January 1, 1986. Each year, the secretary of each participating Volunteer Organization will provide the Commission with a list of Active Volunteer Members and the points accrued for each member by the date requested by the Commission. After a review of the records, the Commission shall certify to the Plan Administrator those individuals who have accumulated 80 or more qualifying points in a Plan Year.

(b). Service From January 1, 1976 through January 1, 1986. The secretary of each participating Volunteer Organization will furnish the Commission with a list of Active Volunteer Members who are entitled to Prior Service Credit. Prior Service Credit will be determined by using the points system in Exhibit A as a guideline. In the event that sufficient records are unavailable to prove service prior to January 1, 1986, the certification may be made by the Volunteer Organization after thorough investigation and on the best information, knowledge and belief of the Volunteer Organization. For Prior Service Credit (service before January 1, 1986) to be awarded, the list of Active Volunteer Members will be certified, under oath by the President, Secretary, and Chief of the independent Volunteer Organization. The Commission will approve the certification list.

33. REQUIREMENT # GFA.PRO.DOC.1.11.11
Ability to define data fields for print documents.

QUESTION: Is this requirement asking for an ad hoc report writer to define fields for printing, or is another document management capability desired?

A. **No. The County would like to select the information to be printed on the different forms used internally and the official forms used for vendors.**

34. REQUIREMENT #: GFA.PRO.DOC.1.11.10
Ability to add notes to Document Management documents for internal documentation.

QUESTION:

Is the intent to integrate the Procurement solution with the existing Laserfiche document management solution and to annotate documents in the Laserfiche system? Do you wish the solution provider to include a Document Management management capability in the short-term with the intent to replace the existing system at a later phase?

- A. **This is our preferred system to meet our document management requirements. It is currently implemented in many departments but not totally implemented throughout the County. Offerors should evaluate our current system, in addition to other document management systems, and recommend the best option for the County. Any document management system recommendation shall include full implementation as it relates to the proposed software systems by the offeror.**

35. REQUIREMENT#: GFA.PRO.DOC.1.11.8
Ability to provide notification to contracting officer requesting certification of the hard copy of solicitation and contract has been sent to the Record Retention Facility.

QUESTION:

In this case, is the records retention capability expected to be a component of the solution proposed, or is the existing Document Management solution, Laserfiche expected to house this information and act as the record retention facility, and we would interface to it.

- A. **Records retention is an expected component of any solution proposed either through Laserfiche or another document management solution. Any solution shall interface.**

36. Answer Key Question: For a standard report delivered as a part of the system merit an "F" or an "R" response?

- A. **The response should be "F".**

37. Answer Key Question: Does a custom report that can be built using proposed reporting tools merit an "R" or a "CO" response?

- A. **The response should be "R".**

38. In the Attachment 13 Reporting listings, what if a reporting requirement is satisfied by a third-party solution we are proposing? How should we note this in our response?

- A. **If utilizing a third party to satisfy the requirements of Attachment 13 this should be noted and fully described in your narrative response to Section 4.9.**

39. Technical Questions from Finance: Attachment 12B: TECH 9.094 Credit card data should only be stored in truncated form. Please describe further what is meant by "truncated". Is there a differentiation implied between what is stored and what a user can see?

A. The County prefers not to store credit card numbers. All handling of credit card data must conform to PCI DSS 1.0 or above.

40. TECH 9.095 Credit card data that must be stored, processed, or transmitted must be separated from the rest of the system via defined system boundaries Please describe further what is meant by "system boundaries". Does this refer to hardware, software, and/or security?

A. The County prefers not to store credit card numbers. All handling of credit card data must conform to PCI DSS 1.0 or above.

41. TECH 9.096 An Application Programming Interface between a PCI application running inside a PCI environment and an application running outside a PCI environment should have the following properties: Does "an application running outside a PCI environment" refer to applications within our proposed solution; or does it refer to other solutions, such as bank clearing houses or other solutions within the existing County landscape?

A. The County prefers not to store credit card numbers. All handling of credit card data must conform to PCI DSS 1.0 or above.

42. HR Questions from Finance Attachment 12A For requirements LCPSBFS.BNF.PRC.1.1.50 and LCPSBFS.BNF.PRC.1.1.51, Loudoun is asking for functionality that may be covered within your pension system (in the Commonwealth of VA). If this assumption is correct, are you requiring that the proposed solution duplicate this forecasting capability or that it connects to your current pension system to provide reporting against it?

A. The benefits in LCPSBFS.BNF.PRC.1.1.50 and 1.1.51 are for benefits offered to retirees by LCPS not VRS benefits (i.e. annual leave payout, sick leave payout, retirement bonus, etc...).

43. In Finance Attachment 12A, GFA.AP.GEN.3.1.22, what is meant by "checklist"?

A. The checklist referred to in GFA.AP.GEN.3.1.22 represents the ability to create on-line procedures. For example, to create a vendor there may be 5 tasks to be completed. Each step is listed and can be checked off when done. The system would create a date, time and user id stamp to record when the task was completed. Users should have the ability to utilize checklists or not.

44. In Finance Attachment 12A, GFA.BDG.OP.6.2.12, can you please explain what is meant by "cloning" an existing budget cycle?

A. The starting base budget for each year is the current year's adopted budget. The use of clone means copying the current year adopted budget into the future year base.

45. In Finance Attachment 12A, LCPSBFS.BDG.PRP.2.1.67, what is meant by "maintain responses to budget questions"? Are these text-based questions that relate to a budget initiative or worksheet?

A. Text-based questions not necessarily related to a specific budget initiative but general budget questions from the School Board and public.

46. In Finance Attachment 12A, LCPSBFS.FS.AP.3.1.121, please clarify this requirement. For a proper three-way match to occur, wouldn't you want to tie an invoice to a PO based on specific line items and not a percentage amount of the overall PO?
- A. Your description describes the preferred method. This requirement addresses the need to pay a purchase order using multiple invoices and dividing the total payment based on a percentage. Three-way match is addressed in Attachment 12A, LCPSBFS.FS.AP.3.1.157.**
47. In Finance, Attachment 12A, GFA.BDG.CAP.6.4.16, please explain what an "index code" is.
- A. Index code is a cost center, where revenue and expenditure are accumulated.**
48. In Finance, Attachment 12A, LCPSBFS.FS.AP.3.1.109, are you asking if there can be more than one posting period open at the time an invoice is posted? Or are you asking if you can post a single invoice to multiple accounting periods?
- A. Ability to post a single invoice to multiple open accounting periods.**
49. In Finance, Attachment 12A, LCPSBFS.FS.AP.3.1.190, we are unclear on how there would be a duplicate vendor payment. At what point would the system compare and alert you about a duplicate payment, if the purchase card were being used at a source of purchase? Please explain the scenario.
- A. Remove this requirement.**
50. In Finance, Attachment 12A, LCPSBFS.FS.AP.3.1.192, you are asking about withholding from a purchasing card purchase at the source of purchase. This sounds like it would be a transaction between a vendor and your purchasing/credit card, and our proposed solution would not be involved until the transaction is loaded as a part of the purchasing card interface from the bank. Can you please clarify if we understand this requirement correctly?
- A. Remove this requirement.**
51. In Finance, Attachment 12A, LCPSBFS.FS.AP.3.1.206, please describe what is meant in this requirement.
- A. Ability to calculate purchase price variance when payment amount exceeds purchase order amount by user-defined thresholds.**
52. With reference to requirements LCPSBFS.BNF.PRC.1.1.50 and LCPSBFS.BNF.PRC.1.1.51 - it is our understanding that Loudon County has their pension fund administered through VRS and VRS provides all administrative functions for the membership (both active and retired). Can you please provide an explanation on why Loudon County would want to include the functionality in the above mentioned requirements in their ERP solution? This will add costs to the project for system functionality that appears to be provided through VRS.

- A. LCPS does not want to include functionality provided through VRS. We require functionality that is required to address benefits offered to retirees by LCPS (i.e. annual leave payout, sick leave payout, retirement bonus, etc...).**

Question #53 submitted by CAS Severn, Inc.

53. Will the actual server and storage hardware for the 3 initiatives be acquired outside of this RFP using other various contracts employed by the County?
- A. Offerors proposal may contain provisions to provide the hardware but the County retains the right to procure the hardware from other sources. In any case offeror shall specify hardware requirements in their proposal.**

Question #54 submitted by Fast Enterprises, LLC.

54. RFP Reference Section 1.3 Minimum Qualifications: The first two bullets in this section use the phrase "localities and public school systems" to describe qualifying client agencies. Is this to be interpreted to mean that the proposer of an Integrated Tax Revenue (ITR) System under Initiative 2 must have public school system implementation experience and public school system sites?
- A. Public School experience is not a requirement for the Integrated Tax revenue (ITR) System under Initiative #2 or the Integrated CAMA and Land Use System under Initiative #3.**

Question #55 submitted by Avenity

55. Loudoun County's request for proposal requires respondents to acquire a bond (Section 6.32, Performance Bond) matching their awarded contract amount (Addendum No. 2, response 7). This requirement limits the vendor pool to only the largest firms because small and medium sized firms, even very successful ones, are not able to procure bonds of this size. Loudoun County's request for proposal also requires respondents have five reference sites that are using the proposed software that are equal to or larger in size than Loudoun County (Section 1.3, Minimum Qualifications). This requirement gives no preference to vendors with implementations within Virginia. Because tax law varies so dramatically from one State to the next, this requirement overlooks an important analytical component of measuring a system's fit to the County's needs. Further, because there are few localities in Virginia that are as large as Loudoun, and even fewer that are larger, this requirement may eliminate the firms that have built modern, sophisticated tax systems specifically for Virginia Counties. These limitations appear to be contrary to the County's written and stated goals. Would you consider relaxing these requirements to expand the choices available to the County?
- A. As stated in Addendum #2 performance bonds shall be required from awarded offerors for each initiative awarded to the offeror. The amount of the performance bond shall be 100% of the contract award amount. In the event awarded offerors cannot, or chose to not, provide a performance bond for their awarded initiative, the County will change the retainage requirement specified in Section 6.21.3 from fifteen percent (15%) retainage on all milestone payments to thirty percent (30%) retainage on all milestone payments. See revised Section 1.3 at the beginning of this addendum that addresses the remaining portion of this question.**

Questions #56-57 submitted by Global Computer Enterprises, Inc.

56. Can the prime contractor qualify its team of partners if it is proposed as the Implementation Firm having at least five years experience in localities and public schools systems of at least the size and scope of the County? In other words, if the prime meets the experience requirement but is using subcontractors for some of the implementation work that do not, will that be acceptable to the County?

A. Yes this structure is acceptable to the County.

57. In a related question about an integrated package of software, would one part or software module disqualify the whole solution if it did not individually meet the requirement of being successfully installed in five localities and public school systems of at least the size and scope of the County? Also, could that one part or module of the proposed software package qualify if shown to be successfully installed in five states or federal systems of at least the size and scope of the County?

A. One part or software module would not disqualify the whole solution if it did not individually meet the requirement of being successfully installed in five localities and public school systems of at least the size and scope of the County. Yes one part or module of the proposed software package would qualify if shown to be successfully installed in five states or federal systems of at least the size and scope of the County.

Question #58 submitted by AST Corporation

58. In reference to RFP section 3.8.6 language:

"Proposals should be limited to no more than 150 paginated (front and back) pages for any initiative, excluding required forms and attachments included in this RFP"

We are finding that our contribution, combined with that of our proposal partners, will exceed 150 pages to produce the most informative and responsive proposal. Would the County make an allowance for more pages to be included in the proposal?

A. Proposal responses shall be limited to no more than 150 paginated (front and back) pages for any initiative.

**Loudoun County Pre-proposal Conference – RFP QQ-01540
Initiative 1 Integrated Enterprise Resource Planning (ERP) System for
County Government Finance and Administration and
County Public Schools Administration**

**Tuesday, January 12, 2010, 10:00 a.m.
Human Resources Training Center
21641 Ridgetop Circle, Suite 101
Sterling, VA 20154**

Section 4.0—Detailed Submittal Requirements

Q-1: Explain redacted requirements.

A-1: The Vendor shall include a separate proposal for anything that is proprietary.

Section 8.0—Evaluation

Q-2: How many members are on the Steering Committee? Is it all Loudoun County members?

A-2: There are 6 Loudoun County voting members and 2 Digicon non voting members.

Q-3: Also Submitted in Writing (SAP): At the bidders conference it was hard to hear the names and titles of the staff on the proposal analysis team. Please provide the names with functional titles with all members of the functional analysis team. Please provide the names of the executive steering committee with their titles.

Also Submitted in Writing (Socius Solutions): Please provide the list of attendees (both vendors and County) with contact information especially vendors. This will help us explore teaming opportunities.

A-3: Copies of the attendees list are on the County web site. Members and titles of the Executive Steering Committee and the Proposal Analysis Group are attached.

Initiative 1: Section 1—Project Introduction

Q-4: Is it the County's intention to have one instance (County and Schools) or two instances (one for County and one for Schools) of an integrated system for Initiative 1?

A-4: The County's preference is one instance.

Q-5: Regarding implementation, is the plan to have implementation on one track?

A-5: Yes, our expectation is to implement County and Schools at the same time. However, there are different business rules for County Government and Schools.

Initiative 1: Section 2.0 – Detailed Submittal Requirements

Q-6: Also Submitted in Writing (SAP): Please provide the number of named users who will access the ERP regardless of application type. We don't want to double count users.

A-6: They are typically the same users with different roles in different areas.

Q-7: Also Submitted in Writing (SAP): Please provide the total number of named report developers, regardless of how many applications they will be developing reports from.

A-7: Vendors should use the numbers provided in the RFP.

Q-8: Is there an estimated start date?

A-8: The County will rely on the vendor to help us decide on that date. The Implementation Plan provides Go Live Dates that the County would like to stay with as much as possible.

Open Questions

Q-9: Is the legacy system on a mainframe system?

A-9: Yes.

Q-10: Do you have any services on the GSA schedule?

A-10: No services on the GSA schedule.

Q-11: Also Submitted in Writing (Socius Solutions): Are you giving any weight in your evaluation to Small Business participation in the proposal?

A-11: No.

Q-12: What was involved in the decision to make the RFP one RFP document vs. three separate RFPs?

A-12: The systems are aging and need attention. We need to develop an overall system that integrates with all systems vs. doing this later down the road. There is a need to retire legacy architecture and one third of IT staff is eligible to retire in the next few years.

Q-13: What would be the reasons that the County would consider hosting?

A-13: Cost, personnel, and disaster recovery.

Q-14: Do you have hosting for other systems?

A-14: Hosting for other systems is minor. This will be the first endeavor for hosting a major application.

Q-15: Is there any trepidation about hosting a system of this effort?

A-15: The County would like to examine that closely and would generally be open to it. All current major applications are hosted internally.

Q-16: What legacy system software is the County using?

A-16: The County is using Mainframe applications, which are predominantly COBOL. The Financials application is FAMIS. The HR and Payroll applications are Cyborg. School and County applications for Procurement are internally developed. CAMA is CARAT. Treasury applications are all internally developed.

Q-17: What is the operating system?

A-17: z/OS

Q-18: Also Submitted in Writing (Socius Solutions): Please explain the evaluation process (major steps / phases) and approximate timeline leading up to contract award.

A-18: Current due date for proposals is March 3, 2010. After all proposals are received, Procurement will review the proposals to determine which ones meet the minimum qualifications. This will take about a week. Proposals meeting minimum qualifications will move forward to assessment of the ability to meet the County's baseline requirements. Digicon will provide an analysis of the baseline requirements and the Executive Steering Committee will determine the firms to move to the next phase. Those firm's proposals will be submitted to the Proposal Analysis Group (PAG) for evaluation based on the criteria contained in Section 8.4. The PAG will make a recommendation to the Executive Steering Committee regarding which firm(s) to move to the demonstration phase of the evaluations. Vendors will be invited to conduct software demonstrations,

which will take about a month. Demo evaluations may run concurrently. After the demos the Executive Steering Committee will recommend which firm(s) to begin contract negotiations with. Contract negotiations will take approximately 4 to 5 weeks. A recommendation will be made to the County's Finance/Government Services and Operations Committee and then the Board of Supervisors in September 2010. The Land Assessment system could be a quicker process since that system is needed first.

Q19: For demos, if a vendor is working on 1, 2, or 3 initiatives, will the vendor be brought in for three separate demos?

A-19: The County would probably bring the vendor in one time and schedule all demos around that time; however, since the Land Assessment system is needed first, that demo may occur before Initiatives 1 and 2 demos.

Q-20: What about concurrence of implementation across all three Initiatives? Are you going to implement them sequentially or in parallel?

A-20: The IT department does not have the ability to start all three Initiatives with three vendors concurrently. We would like to quickly start up the CAMA system and then stage the remaining Initiatives. Multiple initiatives could be ongoing concurrently, but not started concurrently. We want to work with the vendors on this.

Q-21: How much weight is given to preference of a single vendor vs. multiple vendors for a solution? How important is that to you?

A-21: You will be given an additional 5 points if you can demonstrate all three systems. We are looking for the best system, and we recognize that the system may not fit every category.

Q-22: Has the County done any site visits with any other Local Governments?

A-22: No site visits have been done for Initiative 1. Site visits have been done for the tax revenue system.

Q-23: Does the Vendor get 5 points if there is one prime with three software products or one product?

A-23: Yes as long as there is one single point of contact for the whole project.

Q-24: Once a recommendation for selection is made, what additional steps occur?

A-24: The Steering Committee will make a recommendation for award to the Board. This recommendation is made after contract negotiations, and the timeframe for this is September 2010. CAMA is high priority, and if that one can be pushed along quickly, it is possible that Initiative could be awarded earlier.

Q-25: What is expected from the demonstrations?

A-25: We will develop a scripting document by business function with scenarios mapped to baseline requirements. We will provide that to the vendors selected for demos and evaluations will be based on how well each vendor performs the scripts. The demonstrations will be scaled down to be performed within 5 days.

Q-26: Has the County seen any demonstrations in the last 2 years and which vendors were involved?

A-26: The County saw demos from SAP, Oracle, Tyler Technologies, ColoradoCustomWare, and Avenity last May and June. These demonstrations were educational in nature so that the County could better understand what modern systems offer today.

Q-27: What will Digicon's role be post award? Also Submitted in Writing (Socius Solutions): Will Digicon be allowed to bid on the Program Management work?

A-27: Digicon's current role leads up to contract award. The county will issue a project management RFP in the near future and Digicon will be allowed to compete for this service.

Q-28: Are you expecting Project Management to be from a third party?

A-28: Yes.

Q-29: Will Project Management be responsible for all three Initiatives?

A-29: Yes.

Q-30: Any there any restrictions or biases toward off-shore and off-site resources?

A-30: There is a section in the RFP for hosting.

Q-31: Will any consideration be given to an extension on the date for submitting 3 proposals?

A-31: Acceptance date was extended to prior to 4:00, PM, March 3, 2010 with addendum #4.

Q-32: Is there a call number to listen in on the next two pre-proposal conferences?

A-32: No. There was no teleconference capability for the pre-proposal conferences.

Q-33: What resources will the County provide during implementation?

A-33: The County will be complementing the vendor's resources. We will have resources available, and we can assist with platforming and data services, but the vendor will be the lead in providing resources.

Q-34: Has there been a budget approved and how much?

A-34: Yes. \$25 million has been budgeted for all three systems including project management.

Q-35: Does the budget include infrastructure?

A-35: Yes.

Q-36: Will infrastructure be bought under this contract? What is not included in the \$25M?

A-36: Infrastructure will be procured within the \$25 million budget but may be procured outside of this contract(s). Operational costs are budgeted separately and commence one year from date of acceptance of the system.

Q-37: Also Submitted in Writing (Socius Solutions): When are you expecting to release the RFP for Program Management Support work?

A-37: We are currently starting to work on the scope of that. We anticipate releasing that in another 30 to 45 days.

Q-38: How long do you expect for implementation of the system?

A-38: We expect implementation as quickly as possible. We will work with the vendor on recommendations and determine if those recommendations match Loudoun's resources. Each area has a window of time which would work best for implementation.

Q-39: Is there any limit on the number of consultants that can be used?

A-39: We have a specific budget so that may limit the number of consultants used.

Q-40: Has the budget been approved?

A-40: Yes.

Q-41: What falls within total cost of ownership?

A-41: All proposals shall include the five year cost of the County hosting the system including all implementation and software maintenance fees for the proposed software. This does

not include hardware maintenance fees. The five year costs do include hosting fees for proposals using the hosting option.

Q-42: Can multiple products be proposed for each initiative?

A-42: Yes. Separate products shall be clearly identifiable and separate from each other.

**Loudoun County Pre-proposal Conference – RFP QQ-01540
Initiative 2 Integrated Tax Revenue (ITR) System**

**Wednesday, January 13, 2010, 10:00 a.m.
Board Room, 1st Floor, Government Center
Harrison Street SE, Leesburg, VA 20175**

RFP Section 3

- Q-1: Also Submitted in Writing (TATA Consultancy Services): Due to the size and scope of the requirements, would the agency consider a two-week extension?
A-1: Acceptance date was extended to prior to 4:00, PM, March 3, 2010 with addendum #4.

Open Questions on Initiative 2

- Q-2: Did the County take the Go Live Year date out?
A-2: Yes.
- Q-3: The RFP mentions dates in 2012. What are these dates referring to?
A-3: The 2012 dates shown in the original RFP were the Go Live Dates. The year referenced to those dates were removed in addendum #1.
- Q-4: By taking the 2012 year out of the Go live date, does that mean you would entertain going live earlier?
A-4: Yes. However, the IT department must support all 3 initiatives, and IT does not have the resources to start the initiatives concurrently. We gave you a calendar month to go live and would like to sit down with vendor and staff resources and work out the best schedule as possible. The goal is for the systems to go live as soon as possible.
- Q-5: Clarify the roles that the County would like the software vendor to have, e.g., architecture and team lead. Are there other system integrators to work on this project, and do you have key roles for vendor's consultants to fulfill?
A-5: We view this as the vendor's project and the County will complement the vendor's staffing, and the vendor must take lead role. The proposal needs to have all of the resources to accomplish the task as soon as possible and incorporate County participation as appropriate, e.g., data conversion. We did not specify key roles. We want the software vendor to engage with the system integrator for at least 10% of the project.
- Q-6: In the area of delinquent collections, have you ever looked at other collection systems?
A-6: We are not looking to farm out our collections activity.
- Q-7: Have you looked at a system called Sympro?
Q-7: Yes, the Treasurer's office currently uses Sympro.
- Q-8: Do you wish to maintain that?
Q-8: We are open to suggestions and have no problem maintaining it.
- Q-9: Elaborate on the PMO as it relates to the 3 initiatives and whether the PMO candidates, prime or sub, are allowed to compete on the other initiatives.

- A-9: Firms may compete on the PMO but any firm that is a successful offeror ,or a sub-consultant of that offeror, for this solicitation (QQ-01540) will not be awarded the PMO contract.
- Q-10: Also Submitted in Writing (TATA Consultancy Services): Can the agency please provide the names of the companies attending the pre-bid?
- A-10: Yes, the attendance lists are posted on the County web site.
- Q-11: Also Submitted in Writing (TATA Consultancy Services): As stated in Section 3.8.6 "Proposals should be limited to no more than 150 paginated (total front and back) pages for any initiative, excluding required forms and attachments included in the RFP. Proposals should not include marketing or sales literature, white papers, or superfluous materials not directly related to the requirements of this RFP." Please define what sections of the proposal response are subject to and to be included in the 150 pages limit, and do they have a page limit by section?
- A-11: This applies to the narrative response addressing the requirements of the RFP. It does not apply to the attachment responses.
- Q-12: Also Submitted in Writing (TATA Consultancy Services): Do you have any Minority or Woman Owned business requirements?
- A-12: There is no Small, Woman Owned or Minority Business set aside.
- Q-13: What is the overall implementation timeline?
- A-13: As soon as possible, but this depends on what you propose and what County resources can be applied.
- Q-14: Is the County open to hosting on County hardware?
- A-14: Yes, the County is open to hosting, and the options would be the three options in the RFP.
- Q-15: Submitted in Writing (TATA Consultancy Services): Can a vendor submit a proposal for only one initiative?
- A-15: Yes. The proposal must be comprehensive and meet all requirements of the RFP.
- Q-16: Is there a preference between a phased-in or big bang approach?
- A-16: County is open to either option and we will work with vendor on schedule
- Q-17: Also Submitted in Writing (TATA Consultancy Services): Is the County open for an on-site off-shore model for development?
- A-17: The County is not against this. The County has not engaged in that in any great extent in the past. As long as the work is done, the location should not matter.
- Q-18: What is the scope of data migration? Is the vendor responsible for data extraction and cleanup?
- A-18: The County will be responsible for data extraction, data cleanup and will assist with data mapping.
- Q-19: Also Submitted in Writing (TATA Consultancy Services): What is the number of users expected for the Tax Revenue system?
- A-19: It's in the project description for Initiative 2.
- Q19: Are cashiering and PO functions expected from the Tax Revenue system?
- A-19: Yes.

Q-20: What is the scope of training? Is it train the trainer or train all end users?

A-20: Offerors shall provide pricing for training all end users.

Q-21: How is pricing for the ASP model expected? Is it fixed price or per transaction type of cost?

A-21: The County is seeking a fixed price solution.

Q-22: Does the Joint County and School Initiatives with the \$25M figure include PMO? Is there an expectation that LCPS will contribute or subsidize this budget?

A-22: Any IT services that the schools get are at no charge from the County. There is no expectation of an influx of additional funds for the budget.

Q-23: Is the contract \$25M over 5 years?

A-23: It is based on a 5-year cost, and operational costs are folded into operational budget as systems go live. First year maintenance is expected to be included in purchase price. Normally operational budget funds start on the second year anniversary of the system acceptance date.

Q-24: If COR has not seen anything they've liked, does that mean those vendors should not submit proposals?

A-24: This is an open competition and the County encourages offerors to submit proposals for system solutions that will meet all the requirements of Initiative #2. We have not seen elsewhere everything that we need. What really needs to be highlighted is that we have functionality not seen in other jurisdictions. If an offeror has a system in another locality, we realize that there may be customization, incomplete implementation, non-current software releases, and other factors influencing how the other locality's system operates.

Q-25: Does that apply to all three initiatives?

A-25: Yes.

**Loudoun County Pre-proposal Conference – RFP QQ-01540
Initiative 3 Integrated Computer Aided Mass Appraisal (CAMA) and
Land Use System for the County Assessor**

**Thursday, January 14, 2010, 10:00 a.m.
Lovettsville Room, 1st Floor, Government Center
Harrison Street SE, Leesburg, VA 20175**

Q-1: To clarify is Digicon's analysis only on the baseline requirements?

A-1: Yes.

Q-2: Regarding pricing information inconsistencies, please see Page 8 of RFP – costing, Page 14 – inclusion of pricing info Section 4.3, and Page 28 – 4.1.5 Maintenance Support.

A-2: See the answer to question #24 of the SAP America, Inc. questions.

Q-3: Given the magnitude of the RFP, we would like to request an extension of 2-3 weeks on the RFP.

A-3: The acceptance date was extended to prior to 4:00, PM, March 3, 2010 in addendum #4.